MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BRI 3114 – HUMAN RESOURCE INFORMATION SYSTEMS

(All sections / Groups)

8 MARCH 2016
2.30pm – 4.30pm
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of **FOUR (4)** pages with **TWO (2) SECTIONS**.

2. Attempt **TWO (2)** out of **THREE (3)** questions in **SECTION A**. Answer **ALL** questions in **SECTION B**. All questions carry equal marks and the distribution of the marks for each question is given.

3. Write all your answers in the Answer Booklet provided.

SECTION A: Answer TWO (2) questions only. (50 marks)

QUESTION 1

a) ABC Sdn Bhd has just implemented a new Enterprise Resource Planning (ERP) system, which it has developed from scratch over three years. The management believes that all the users' requirements have been thoroughly studied and incorporated into the new system. The hardware platform operating system and database management system (DBMS) are also new and believed to be able to provide for future growth. One worry, however is that some modules of the ERP system had been developed by some inexperienced programmers.

i. List and describes **FOUR (4)** major types of systems maintenance. Give an example for each of these types of maintenance. (16 marks)

ii. Among those **FOUR (4)** types, which type of maintenance is the most crucial in relation to the above scenario? Explain your reasons. (3 marks)

b) **THREE (3)** main goals of information security are to achieve confidentiality, integrity and availability within a HRIS. Briefly explain each of it.

(6 marks)

(Total: 25 marks)

QUESTION 2

a) Assuming that you are in charge of implementation and deployment of a new HRIS that is going to replace an existing system that has been used for past ten years. To minimize risk, you plan to phase in deployment of new HRIS over a period of six weeks and operate both systems in parallel for at least three weeks beyond the last new HRIS deployment. Recommend **FIVE (5)** things that you think are crucial in a training plan for an HRIS implementation.

(10 marks)

b) Describe **FOUR (4)** symbols used in Data Flow Diagrams (DFDs). Give appropriate examples to support your explanation. (15 marks)

(Total: 25 marks)

QUESTION 3

KK Sdn. Bhd., a 2,000-employee firm, is facing with a serious and growing absenteeism problem. Last year, total employee-hours lost to absenteeism came to 115,000. Of the total employee absence, 60 percent were blue collar (average salary of RM25.10 per hour), 25 percent were clerical (average salary of RM20.80 per hour), and the remainder were management and professional (average salary of RM38.60 per hour). On average, the firm spends 30 percent more of each employee's salary on benefit and, as company policy, pays workers even if they are absent.

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The 50 supervisors (average salary of RM30.30 per hour) involved in employee absenteeism problems estimate that they lose 45 minutes per day for each of the 245 days per work year just dealing with the extra problems imposed by those who fail to show up for work. Finally, the company estimates that it cost RM245,500 in substitute employee and RM300,000 cost in lost productivity and insufficient material usage from the more highly skilled absentees. As HR director for KK Sdn. Bhd., your job is to estimate the **cost of employee per year per employee** so that management can better understand the dimensions of the problem.

All the figures should round up to two decimal point.

Step 1: Total Hours Lost to Absence
Step 2: Compensation for Absent Employees' Time
Step 3: Benefits for Absent Employees' Time
Step 4: Total Compensation for Absent Employees' Time
Step 5: Total Compensation Cost for All Absent Employees
Step 6: Supervisory Time Spent on Absence Management
Step 7: Pay Level for Supervisors
Step 8: Total Supervisor Paid Time Spent on Absence
Step 9: Cost of Substitute Employee
Step 10: Costs of Reduced Quantity or Quality if Work Outputs
Step 11: Total Absenteeism Costs
Step 12: Total Costs Per Employee per Year

(Total: 25 marks)

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SECTION B: Read the case and answer ALL questions. (50 marks)

CASE STUDY: THE NEW HRIS IN HOTEL PARIS

The Hotel Paris's competitive strategy is "To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability."

HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy and boost performance by eliciting the required employee behaviors and competencies. Challenging economic times in the past few years brought the drawbacks of the Hotel Paris's relatively small size into sharp relief. Large chains like Marriott had vast online reservations capabilities with huge centralized systems that easily and economically handled reservations requests from throughout the world. By comparison, the Hotel Paris still handled reservations much as hotels did 15 years ago, either with separate websites for each of their hotel locations, e-mail, or an 800-number.

Their human resource management information systems were similarly primitive. Lisa had managed to install several separate information systems, such as for performance appraisals, training and development and compensation. However, as she discussed one day over lunch with the CFO, the HR systems were not integrated. Therefore, if an employee changed his or her name, for instance, through marriage, people in Lisa's office had to execute all those name changes manually on all the various employee rosters and benefits plans.

This lack of integration was bad enough in boom times, but was worse as the economy soured. The CFO pointed out to her that the amount of money they were spending on human resource management administration was about 30% higher than it was at larger chains such as Marriott. He understood that large size brings economies of scale. But he believed there had to be something they could do to reduce the cost of administering human resource management.

Lisa's solution was to get the CFO's approval to have several software consulting firms including IBM, Accenture, and Oracle provide proposals for how to integrate the hotel's HR information systems. After getting the CFO's and CEO's approval, they contracted with one vendor and installed the system.

Source: Adapted from Gary Dessler, Human Resounce Management, Pearson, 2015

QUESTION 1

Using any benchmark data that you had learned, what are some benchmark metrics that Lisa could be using to assess the efficiency of her human resource management operations? Discuss at least **FIVE (5)** HR metrics that align with the hotel's competitive strategy.

(15 marks)

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QUESTION 2

Lisa is evaluating two alternatives system namely System A and System B as follows.

SYSTEM A

Year	Cost (RM)	Cumulative Cost (RM)	Benefits (RM)	Cumulative Benefits (RM)
1	60,000	60,000	3,000	3,000
2	17,000	77,000	28,000	31,000
3	18,500	95,500	31,000	62,000
4	19,200	114,700	34,000	96,000
5	21,000	135,700	36,000	132,000
6	22,000	157,700	39,000	171,000
7	53,300	210,300	20,000	191,000

SYSTEM B

Year	Cost (RM)	Cumulative Cost (RM)	Benefits (RM)	Cumulative Benefits (RM)
1	80,000	80,000	-	-
2	40,000	120,000	6,000	6,000
3	25,000	145,000	26,000	32,000
4	22,000	167,000	54,000	86,000
5	24,000	191,000	70,000	156,000
6	26,500	217,500	82,000	238,000
7	30,000	247,500	92,000	330,000

a) According to payback analysis, which system do you think is better, state your reason. (8 marks)

b) According to Return On Investment (ROI) analysis, which system do you think is better, state your reason. (8 marks)

c) Based on the answer in (a) and (b), which system would you suggest to Lisa, justify your answer. (2 marks)

QUESTION 3

Strategies for justifying HRIS investments fall into two categories – risk avoidance and organizational enhancement. Briefly describe these two justification strategies and which strategy Lisa should adopt in her proposal. Justify your answer. (8 marks)

QUESTION 4

Lisa foresees that the new HRIS will help to deliver transactional, traditional and transformational HR activities more efficiently and effectively, do you agree? Why or Why not? (9 marks)

(Total 50 marks)

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